



University of Veterinary Medicine Budapest

Strategy

”Training future veterinary excellence”

Dr. Péter Sótonyi

Budapest, October 3, 2022



A. Current status

SWOT

Since the model change, the financial situation has created many opportunities, however, many gaps are not subject to funding



STRENGTHS

- High rate of foreign students (coming from 65 countries).
- High rate of academic staff members holding PhD or DSc title of the Hungarian Academy of Science.
- Education is conducted in three languages (Hungarian, English, German).
- Significant number of students involved in Scientific Students' Association (SSA) and completing high-quality research.
- High level of requirements set for academic staff.
- High admission threshold, high rate of applicants list to UVMB as their primary choice.
- High success rate in applications for research grants.
- Financial stability.
- Dedication of employers, students, and Hungarian veterinarians to UVMB.
- Having European accreditation (ESEVT).
- Involvement in the National Programme of Excellence.
- Wide range of postgraduate expert training programs offered.
- Excellent cooperation between UVMB and professional organisations.
- Good relations between the SC and UVMB's leadership.
- Wide range of high-quality clinical services, including referral clinics that are utilised in education.
- Central location, easy access for pet owners.
- Outstanding library services focused on sharing knowledge and distributing information.
- Strong regional international relations (VetNEST, CEEPUS, bilateral connections).
- A wide network of connections in domestic and international higher education.
- Accreditation from the Hungarian Accreditation Council.
- Having certified ISO 9001:2015 quality management system.

WEAKNESSES

- Difficulties of operating the ALUMNI system.
- Low rate of foreign professors involved in education.
- Uneven information flow between organisational units and different levels.
- Slow introduction of paperless office program.
- Loading information to the website is frequently delayed.
- Many students come with little farm experience.
- The relatively low number of first case patients.
- Low number of incoming food animal patients.
- The older buildings of the campus are under heritage protection.
- Weak innovation activity.
- Difficulties in visiting slaughterhouses and farms because of biosecurity provisions.

SWOT analysis of UVMB

- Becoming a reference centre based on Central European connections.
- Possibility of founding national laboratories.
- Development and launching 12th semester for extended practical training.
- Strengthening teaching Food Animal Medicine.
- Launching teaching programs on new professional areas related to the food chain.
- Widening the range of student services and improving their quality.
- Modernising UVMB's infrastructure.
- Improvement of human resources based on the high number of students involved in SSA.
- Development of an ALUMNI system.
- Building closer cooperation with partner universities.
- Development of a precision teaching farm.
- Creation of a digital food chain database centre
- Motivating students involved in mentoring program to start PhD studies.
- Launching postgraduate programs in English.
- Supporting students, interested in food animals and food chain safety (Marek József Scholarship).
- Work experience with farm animals ("Farm Practice"; on-duty week).
- Accreditation from the Hungarian Accreditation Council.
- Having certified ISO 9001:2015 quality management system.

- Low retention of junior academic staff members.
- English-language veterinary training programs launched in neighbouring countries.
- Increased patient load is needed for students to gain practical experience, especially food producing animals.
- Recruitment of international students is conducted via an agency.

OPPORTUNITIES

THREATS



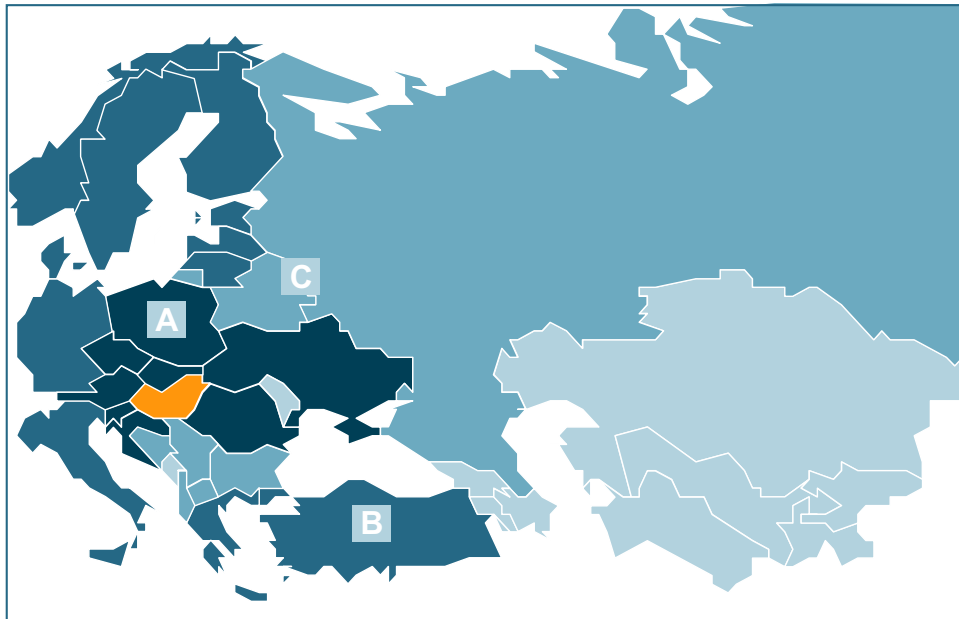
A. Current status

Market outlook

Significantly increased the number of UVMB's competitors in Europe by 2022



Analysis of international status



Competitor assessment

A Group characteristics

- EAEVE-accredited universities in CEE region
- Major competitors for UVMB

B Group characteristics

- EAEVE-accredited universities
- potential competitors in the future

C Group characteristics

- Universities with no EAEVE-accreditation

A Austria, Croatia, Slovenia, Slovakia, Czech Republic, Poland, Romania

B Germany, Italy, Sweden, Norway, Denmark, Finland, Ukraine, Estonia, Latvia, Lithuania, Greece, Türkiye



C Russia, Bosnia-Herzegovina, Serbia, Bulgaria, North Macedonia, Belarus, Albania

The number of EA EVE-accredited universities has grown significantly over the past 10 years

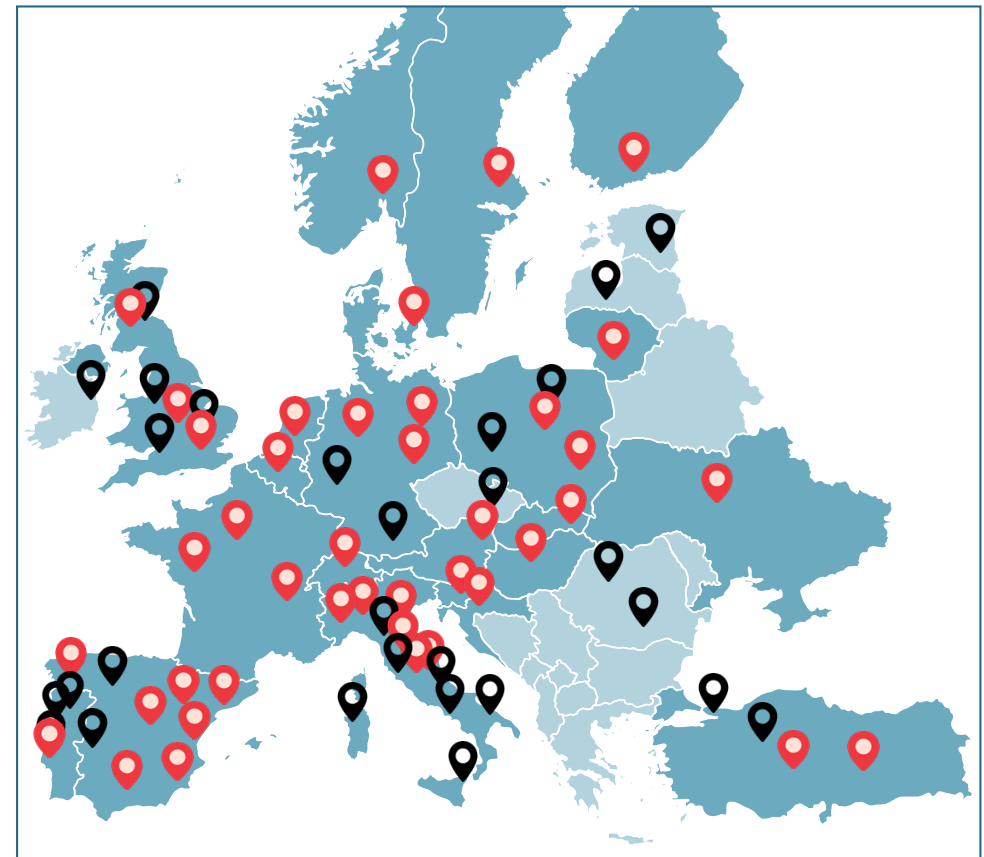




2014



 10 accredited universities
 49 approved universities

2022



 41 accredited universities
 29 approved universities



A. Situation assessment

Others

The University has successfully improved cooperation with all stakeholder groups since the model shift



Instructors, researchers

- Increasing financial recognition
- Instructors occasionally overloaded due to teaching tasks

Graduate veterinarians, practitioners

- Professional knowledge transfer
- Active partners in further training programmes

Government, authorities

- Outstandingly good relations
- The Government reviews performance via indicators
- Provides subsidies to support development

Market players as customers

- Cooperation with only a few departments
- Service contracts are typical

Students

- Constructive Student Council
- Outstandingly loyal students
- Low-intensity alumni activity, especially internationally
- Growing number of feedback noting deficiencies in relation with pedagogical skills



Controlling organizations (HAC, EAEVE, National Food Chain Safety Office - NÉBIH etc.)

- Efficient formal and informal relations

Universities as competitors or partners

- Constantly increasing number of connections in the area of research
- Joint actions, procurement

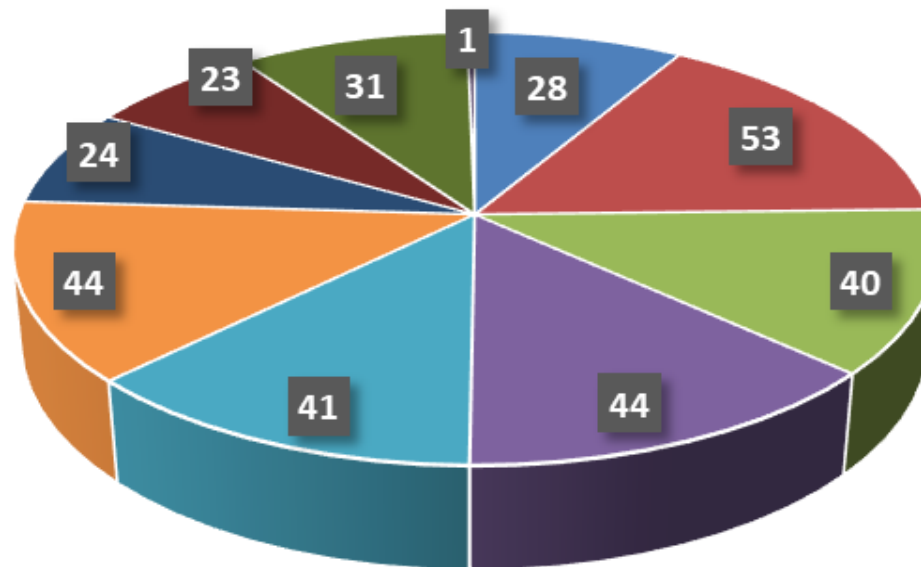
Clinical service users

- Price sensitivity
- Demand for special clinical services

Organizations providing direct EU funds

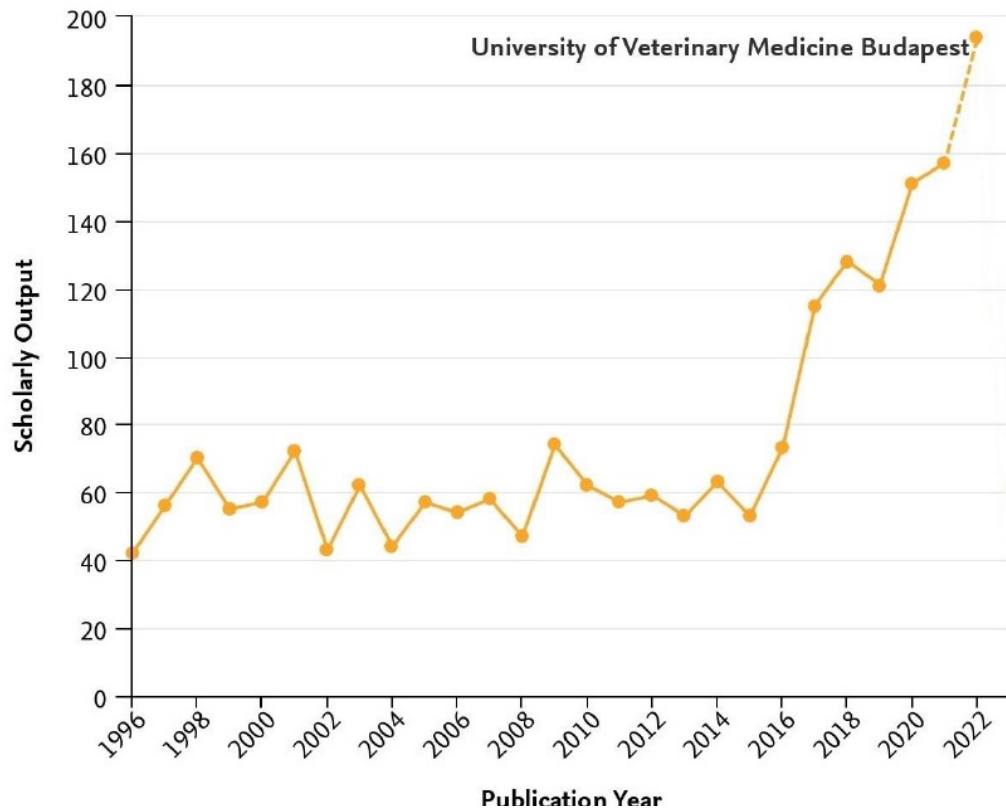
- Cooperation grows constantly

Age group proportionate distribution of education participants in Y2022

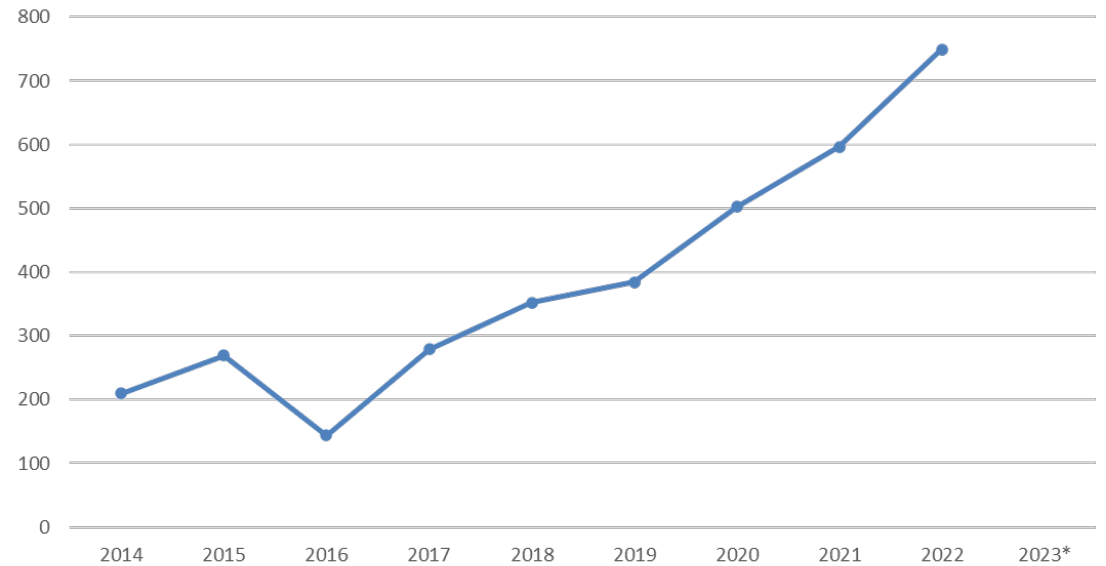


- 25-29 éves
- 30-34 éves
- 35-39 éves
- 40-44 éves
- 45-49 éves
- 50-54 éves
- 55-59 éves
- 60-64 éves
- 65 éves és idősebb
- kevesebb, mint 25 éves

Development of the indicators that form the basis of progress in the international university ranking



Annual impact factor in UVMB



Advancing in international university rankings



	2018	2019	2020	2021
D1 (VET D1) ¹	39 (12)	43 (5)	35 (7)	36 (5)
VET Q1¹	1	3	11	12
VET Q2 ¹	17	15	18	3
Q1 ¹	28	29	42	39
Q2 ¹	22	16	24	41
International collaboration ²	69	74	71	89
IF¹	351.69	383.93	502.85	542.79



B. Mission and vision



UVMB's daily operation is governed by a clear and well-defined mission statement

Mission

As Hungary's only veterinary training institution, the University of Veterinary Medicine Budapest is a research base, the country's No.1 animal clinic and a non-profit organization of public benefit, with a mission to

- **serve as an institution that teaches the veterinarians of the next decades, where the respect of traditions is coupled with a drive to meet future challenges**
- **to train intellectuals with a European mentality who are open and receptive to the issues of other disciplines, cultures and societies, able to formulate well-informed and forward-looking opinions, and actively seek to participate in the solution of societal questions.**



To accomplish its mission, the University of Veterinary Medicine must comply with ...

Vision

The University aims to provide high-quality education in order to further improve its strong current position in the international veterinary training market.

- Retain outstandingly high application rate for training programmes
- Retain 30-50% higher tuition fees in the foreign language training programmes, compared to regional competitors.
- Exceed the international average number of publications in basic veterinary, clinical and food chain safety research areas
- Achieve high recognition of quality assurance standards and quality management processes by attaining and retaining accreditation by the HAC, EAEVE and AVMA



C. Strategic goals

Competitive and practice-oriented veterinary education remains the primary goal and requires continuous development in all areas



Strategic goals and key initiatives

Activities	Strategic goals	Main initiatives
Education	Maintaining international and domestic position	<ol style="list-style-type: none"> 1 Renovation of educational infrastructure 2 Ensuring compliance with D1C 3 Development of teacher's professional and pedagogical skills (communication) 4 Strengthening farm animals and food chain safety training
	Development of quality assurance	<ol style="list-style-type: none"> 5 Brand building 6 Strengthening IT support (CBlue, Moodle, Neptun, Smart Campus) 7 Harmonisation of regulatory environment
	Lecturer supply	<ol style="list-style-type: none"> 8 Development of elements of the lecturer motivation and interest system, and encouragement of students towards teaching and research fields
Research	Development of research as a core activity	<ol style="list-style-type: none"> 9 Improving international research relations 10 Increasing publication output in the field of veterinary medicine
	Invention utilization	<ol style="list-style-type: none"> 11 Emphasising innovative research, product development and brand building
	Researcher supply	<ol style="list-style-type: none"> 12 Increasing activity in missing scientific and research areas
Clinic	Keeping the clinic at the highest level of progressivity	<ol style="list-style-type: none"> 13 Further modernisation of equipment 14 Emphasising innovative research, product development and brand building
Teaching Fram	Creating the conditions for becoming a model economy	<ol style="list-style-type: none"> 15 Acquisition and retention of necessary human resources 16 Development of machinery and livestock 17 Establishing cooperation with the main actors of the domestic agricultural economy



D. Strategic actions

Education

Renew and develop teaching infrastructure



– Campus development (2022-2025)

The project preparations began in 2019 and implementation started in September 2022. The development project consists of construction and asset procurement elements. The feasibility study details the particular elements as scheduled in the planned implementation and procurement phases. The total project budget is HUF 76 B (EUR 190 M).

– Digital asset development (2022-2025)

University of Veterinary Medicine Budapest lays great emphasis on digitalization. We began the first implementation phase of the HUF 2.3 B (EUR 5.8 M) “smart campus” project, i.e., the development of digital classrooms. The project involves the complete renovation of 43 classrooms.

- **IT support development** (CBlue, Moodle, Smart Campus, Turnitin anti-plagiarism software)
- **UVMB’s digitalization strategy** regarding documents related to university education



Ensure compliance with D1C competencies

In the next strategic period (2022-2028), the University will lay great emphasis on the development of practice-oriented education through the improvement of the following activities:

- Further development of Skills Lab
- Enhance special colleges
- Modernize faculty tracks
- Increase the number of faculties with soft skills (e.g., communication) themes

Action groups are formed for each of the above areas.

Develop teachers' professional and pedagogical science skills



- **Obligatory pedagogical science training** for all UVMB teaching staff in compliance with the EAEVE requirements (e-learning and exam requirement)
- **Optional professional and pedagogical training programmes for teachers and researchers:**
 - Practical pedagogical methods in higher education
 - Pedagogical planning and assessment
 - Methods of developing e-learning materials
- **Launch special training programme to use digital tools.** The programme's success rate is measured based on the indicators identified in the project plan. The training programme is implemented in the 2022-2025 period by involving tender related funding, instructors, students and administrative staff.



Branding

The University's priority lies in long-term sustainable development; a key element of which is to maintain the University's centuries-long successful operation and good reputation. Over the past 30 years, the University (due to its German and English programmes) became a key player in the international market as well. Beside the high recognition, it is also a great responsibility. The competition has significantly intensified over the past 10 years. The major task for the next two years is to retain and reinforce our international positions.

Planned actions in this area:

- Develop international recruitment channels
- Intensify ALUMNI activity

Harmonize regulatory environment



Monitor academic codes and rules, update as necessary

- Code of Studies and Examinations
- Code of Student Remunerations and Fees
- Code of Admissions

Launch new major programme

- *Launch research zoology major programme in English from Fall 2023:*
 - Promote the programme (digital and print media, Open Day, Educatio, etc.)
 - Prepare teaching materials, prepare for teaching programme
- Jointly with Semmelweis University, launch *Biostatistics BSc and MSc degree programme* from 2024, and in English from the fall of 2027:
 - Complete licensing of degree programme development and launch
 - Start the announcement of Biostatistics degree programme

Reinforce food animal and food chain safety training programmes



The food animal and food chain safety training programmes' primary goal is to provide more experts of the field for the market.

- Enhance Marek József Scholarship
 - Offer internal research tenders
 - Provide application opportunities for students to conduct international study tours
 - Scholarship programmes
- Widen the scope of study contracts
- Develop the activity of adjunct departments
- Maintain and further improve on-duty week practicals

Improve the elements of the teachers' motivation and incentive system, incentivize students to choose teaching and research as a career



In recent years, the primary problem of incentivization has been the gap between wages in the institution and in the market. In the next two years, we must continue the wage increase that was started in 2021 and continue developing the incentive system.

In terms of instructor recruitment, we need to launch programmes in the following areas:

- Increase number of teaching assistants
- Involve students the departments' applications (e.g., increase the number of New National Excellence Programme students)
- Retain the number of SRS (TDK) students
- Increase the number of Cooperative Doctoral Programme students
- Provide assistance at university, institute and department levels for meeting the instructor-related criteria in the System of Employment Requirements



D. Strategic actions

Research

Develop research into core activity



Quality goals

- Increasing the number of *D1* publications
- Increasing the number of *Veterinary Q1* publications
- Increasing the number of *TOP VetQ1* articles
- Increasing the number of *citations*
- *Promoting International Collaborations*

+ boosting national and international recognition
+ enhancing the proportion of international students in research

Activities

- *Assuming publication costs*
- Rewarding first and last authorship articles (D1=VetQ1>VetQ2>Q2>Q3>Q4)
- Providing a regular list of D1 and VetQ1 for researchers
- *Involving successful national and international researchers*
- Internal grants for funding research activities
- Thorough support and assistance in external grant applications (national and international)
- More efficient utilization of resources

Focus on innovative research, product development and branding



Quality goals

- Increasing the number of national patents
- Increasing the number of international patents
- Increasing intellectual property utilization revenues
- Increasing the number of projects financed by the Proof of Concept fund
- Increasing the number of industrial collaborations (potentially marketable products)
→ CDP-PhD students

Activities

- Enhancing the activities of the Office of Innovation and Grant Projects
- Call for PoC applications at least every two years (for academic and research staff and students as well)
- Individual mentoring and shaping mindsets
- Assuming research and development costs
- Assuming industrial property right protection costs
- Proactive pursuit of industrial collaborations, joint grant applications

Build up missing scientific and research areas



Quality goals

- *Increasing international > national grant application activities*
- Alignment with UVMB's strategy
- *Enhancing infrastructure*
- Researcher and support staff can partially or fully be funded by grants
- Development of own or joint products with industrial partners → active involvement of clinics
- *Dissemination of results and their implementation into education*

Activities

- Regular monitoring of grants
- Sending out informational calls
- Organizing research events and workshops
- Harmonizing the equipment and investment needs of grants with the strategical interests of UVMB
- „Royalty” or other utilization conditions in industrial collaborations



D. Strategic actions

Clinics and Teaching Farm

Keeping the clinic at the highest level of progressivity



- Further modernisation of clinical instrumentation

Further developments both in diagnostic (MRI, scintigraphy) and therapeutic (operative endoscopy, linear accelerator) field are to implement in order to keep up with the quantity and improve the quality of the case log as well as increasing the level of the graduate and postgraduate education widening the clinical spectrum.

- Introduction of innovative medical methods, international professional exchange

Establishing and evaluating the feasibility of novel and innovative procedures in the clinical fields. Development of international relationships in the field of clinical education (student and staff exchange) and research (common projects and publications).

Creating the conditions for becoming a model economy



Acquisition and retention of necessary human resources

- Increase the number of faculty housing flats
- Enhance agricultural expertise in the teaching farm
- Reform work schedule

Develop machinery and livestock

- Ensure conditions to become model farm
- Integrate teaching farm goals into tender monitoring system

Establish cooperation with the main actors of the domestic agricultural economy

- Prepare cooperation agreements with major Hungarian agricultural stakeholders



E. Indicators

3

The achievement of the strategic goals is measured in the short and medium term with the following indicators



<i>Activity</i>	<i>Strategic goal</i>	<i>Main initiative</i>	<i>Description of indicator/Goal to be achieved</i>	<i>Responsible</i>
Teaching	Retain international and domestic position	Renew teaching infrastructure	Number of new smart classrooms	Chief Financial Officer
		Ensure compliance with D1C	Number of students using Skills Lab	Vice-Rector for Clinical Affairs
		Develop teachers' professional and pedagogical science skills	Number of teachers participating in professional and pedagogical science training	Vice-Rector for Study Affairs
		Reinforce food animal and food chain safety training	Number of students granted Marek József Scholarship	Vice-Rector for Study Affairs
	Develop quality assurance	Brand building	New ALUMNI communities	Secretary-General
		Increase IT support	Number of new PCs/laptops procured for teachers	Chief Financial Officer
	Recruit lecturers	Develop elements of the lecturers' motivation and incentive system; incentivize students to choose teaching and research careers	Number of lecturers involved in incentive system	Vice-Rector for Study Affairs
Research	Develop basic research activity	Improve international research partnership	Number of new research projects	Vice-rector for Research and Innovation
		Increase output of special veterinary publication	Composite indicator of publication quality (sliding value) Number of WoS/Scopus indexed citations in Hungarian Scientific Works Repository (MTMT) of the institution's WoS/Scopus indexed publications released in the 5 years prior to the given year	Vice-rector for Research and Innovation
	Commercialize inventions	Promote innovative research, product development and brand building	Net revenue from corporate research and development (R&D)	Vice-rector for Research and Innovation
			Net revenue from utilization of intellectual property (e.g.: patent, trade mark, industrial/community design, know-how, etc.)	Vice-rector for Research and Innovation
			Income from tenders directly funded by EU	Vice-rector for Research and Innovation
			Income from tenders funded by Hungary	Vice-rector for Research and Innovation
Recruit researchers	Build up missing scientific and research areas	Number of internal research grants	Vice-rector for Research and Innovation	
Clinic	Retain clinic with highest progressivity level	Modernize instrument park	To double the budget of acquired equipment for the next two years	Chief Financial Officer
		Introduce innovative medical procedures, exchange experience with international professionals	Number of residents	Vice-Rector for Clinical Affairs
Teaching Farm	Ensure conditions to become model farm	Acquire and retain the necessary human resources	Fluctuation at Teaching Farm	Chief Financial Officer
		Develop cooperation with key players in Hungarian agriculture	Number of cooperation agreements	Secretary-General

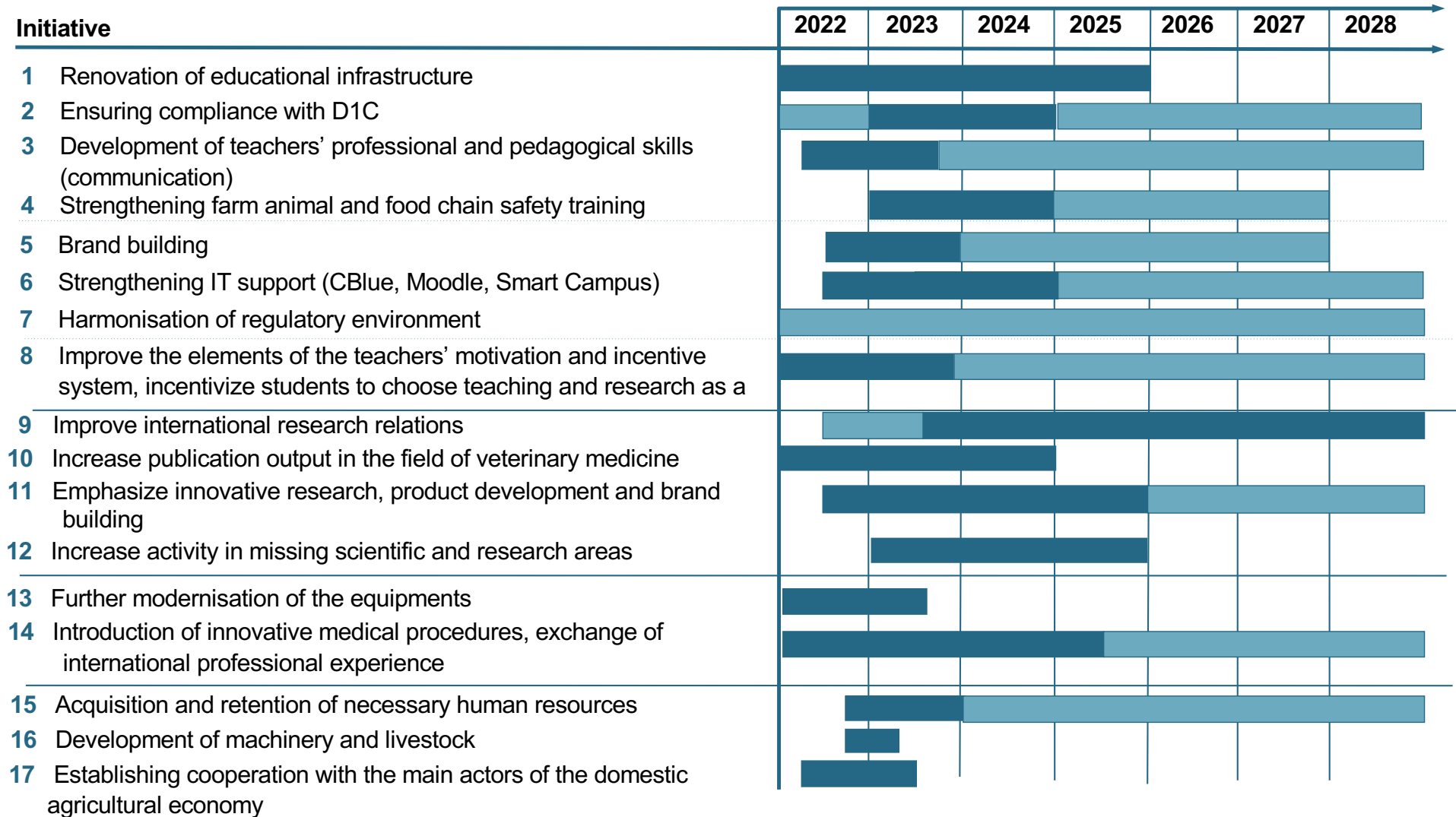


F. Scheduling, other

Many initiatives have already started, and several projects are ongoing. For others UVMB allocates resources in the medium term



Scheduling of major initiatives



The Institutional Strategy is built on the combination of all functional and specific strategies



Key specific and functional strategies are being renewed

Functional strategies

- Institutional development plan
- HR strategy
- IT strategy
- PR and Communication strategy

Specific strategies and plans

- Educational development strategy
- Research and Innovation strategy
- Quality assurance development plan
- International market acquisition and retention strategy